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Relationship between Organizational Justice and Organizational Citizenship Behavior among Teacher of Private Sector Universities: A Moderate Role of Organizational Trust

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Abstract

Organizational citizenship behaviors are completely voluntarily and personal this mean is persons don't receive reward in acting this Behavior, and don't be punished for unexciting it. In fact citizenship Behavior tells voluntarily actions, inclinations to personnel's dedication to supply comfort and welfare in other people. The main purpose of this paper is relationship between organizational justice perceptions and organizational citizenship behavior. The study has focused on Private Sector Universities in Khyber Pakhtunkhwa where most of the work forces are Teachers. The study surveyed 180 employees of the different Private sector Universities various level of teaching staff. The study used stratified random sampling technique creating strata's for both junior and senior level employees. The self-administered 15 items questionnaire was used tested for validity and reliability. The results found much closed relationship between organization justice and organizational citizenship behavior.

Keywords: Organization Justice, Organization Citizenship Behavior, information system, infrastructure and Organization Performance.

INTRODUCTION

Teachers are one of the main sources enhancing and improving the efficiency and affectivity of any educational organizations. Teachers play necessary and vital role in improving the quality education as they consider back bone .thus the same study is conduct to investigate the attitudes of teachers towards the organizations in which they work.They work in order to improve their performances for the betterment of organization as well as society. Organizational justice, citizenship behavior and trust were used as important and necessary variables to improve the performances and output of the worker (Teachers} in the literature. The present research is conducted to investigate the relationship between organization citizenship behaviors of the teachers working at schools level depending on their opinions in this regard. Organizational justice and Organizational citizenship behavior among the employees of an organization contributes to improve the efficiency of the workers and organization. Therefore Organizations need to attract most competent teachers.

Today, organizations have a well-known and memorable position in the social and cultural structure of societies. Lot of important and basic activities is done in organizations and life is almost impossible without different organizations. However, success and growth and providing welfare require more effective organizations (Neamy, 2002). So, one of the main and basic problem in organizations is irritating the employees of organizational to do more work for the betterment of the organization. One of the most and basic trial that is consider as back bone for the success of every organization is the theory of organizational justice. Generally, justices have three sub types i.e distributional justice, procedural justice, interactional justice (Rogelberg, 2007).

Organ (1995) define organizational citizenship behavior as a behavior done by a person in order to help an organization or people working in that organization, although this action is not his formal task, and it includes behaviors such as being Punctual, helping others and becoming volunteer to do a piece of work, and not wasting the time. Based on these facts, we understand that organizational citizenship behavior is required and essential factor in order to improve the performance of organizations. According to available evidences, in addition to organizational citizenship behavior and justice, there is

another factor such as organizational trust that in addition to the role that plays in team work, it can mediate the relation of organizational justice with organizational citizenship behavior. Trust results in cooperation, brings down the controversy, reduce labor costs. In the exchange (Rousseau, 1998) trust may predict many organizational issues such as organizational citizenship behavior (Konovsky, 1994; Van Dyne, 2000).

Problem Statement;

Educational organizations perceptions of fairness in rules and policies have strong command on trust in organization. This important in a society dominated by collectivistic culture, trust and faith in one's superiors are creating into the structure and relationship of organizations, and we do not expect any straight relationship between organizational citizenship behaviors and organizational justice. Since teacher events and activities are strongly motivated by improved trust (Farh and Earley, 1997).

Objectives

This research study is conducted to determine the relationship between organizational justice and organizational citizenship behavior among the teachers of private sector Universities.

1. To see the impact of Organizational justice on organizational citizenship behavior.
2. To investigate the relationship of organizational justice and citizenship behavior of the teachers of these sister institutions.
3. To investigate the impact of Trust as mediator in the relationship Organizational justice with Organizational citizenship behavior.
4. To advise some suggestions on the basis of findings and these research study.

Research Questions

1. Does OJ has any relation with OCBs in these institutions?
2. What is the impact (positive or negative) of Organizational justice on the OCB of these institutions teachers?
3. Does trust mediate the relationship of organizational justice (DJ, PJ, IJ) with OCB?
4. Do the teachers have trust over the prevailing justice system of this organization?

Significance and scope

This study have explore the perception of its employees on the organizations justice system and help the organization to better deal with the prevailing justice practices

to boost up the employees trust , confidence and Trust will contribute in the enhanced productivity of the organization. The policy makers for this organization can be better benefited from the results of this research study, and can address the loop holes and the areas in OJ which causes de-motivation and lack of trust of the employees on the processes and procedures of this organization.

LITERATURE REVIEW

Organizational Justice

As indicated by Ryan (1993) the idea of OJ is extremely ancient and can be connected with and has root with Plato and Socrates period. But the theory of Organizational Justice is started from the beginning concept and theory documented by Adam Smith (1963). Greenberg (1990) concept about the significance of OJ as the time passed. He additionally told that OJ involves mental wonder which covers the treatment of all employees in same way with regards to organization. According to Cropanzaton (1998), OJ implies comparable and reasonable workers treatment in the organization. Organizational justice was viewed as essential because of the reasonableness in the zone of work and afterward the point got significance. Elamin et al (2011) saw that OJ & its basic effect or the results of the organization has helped organization to get their objectives and at last to have aggressive edge over different firms having absence of equity practices.

Folger and Konovsky combinely (1998) conducted a research and found that impact of organizational justice is strongly related to the state of mind. The activities in the organization like turnover expectations and work load can be accomplished through fair treatment in the organization. They further argued that employees performance and organizational goals directly depends on the fairness treatment of the employees. It means that if employees are satisfied from the fair treatment of organization then they will work more efficiently which enhance their performance as well as organization.

Types of Organizational Justice

Cropanzano and Floger (1991) conducted research in the impact of organizational justice and organizational citizenship behavior. They found that Procedural and distributive justice are playing vital role in all type of organization because they directly and indirectly improve the employee performance which may help in leading of

organization. They and some different researchers i.e. Adam. 1965. Dentsch (1975) and Leventhal, 1976, found that distributive justice is the justice of results in the appropriations and designations of the organization. Leventhal (1980) found that Procedural Justice is the fairness in methodology with respect to dispersion and assignments of the Organization. In any case, other than the previously mentioned justice, there is a third type of justice, called interactional justice (IJ). Btes and Moags (1986) considered it as an augmentation and extension of PJ, however it is just covers the human component in the organization. Erdogan (2002) found in his research that all these three types of justice are closely related to one another, but they all have different and unmistakable measurements.

Distributive Justice

It is the perception of employees' fairness in all organizations, i.e. fairness in promotion, fairness in reward and payments in advancement, installments and prizes. As expressed earlier study that workers want fair reward s framework in an organization, Folger and Konovsky (1989). Greenberg (1990) argued that distributive justice is more about the fairness in reward and incentive being received by the workers for their contributions and sacrifices for the organization.

Procedural Justice

It simply mans the fairness techniques of procedures of the organization. Greenberg (1990) strongly argued that the basic leadership and authoritative methods got auxiliary significance with regards to the organization. Farahbod et al (2012) expressed that Procedural Justice is about the employees' observation about the real and fairness in various techniques and rules being included in the basic decision making procedures of the organization.

Leventhal (1980) conducted research in which he recommended that fairness in process can be affected by different components also. Like consistency rule, bias-suppression rule, and other rules like accuracy, correctability and ethicality rule. The consistency rule tells that designation methods ought to be predictable crosswise over people and after some time. Further he suggested that the bias- suppression rule tells that personal self-interest of a person working in the organization should be prevented

Interactional Justice

Bies and Moag (1986) built up this idea, and contended that fair interpersonal treatment being gotten by employees is likewise imperative region of sympathy toward the analysts in hierarchical methodology. So the decency in interpersonal treatment is named as IJ. Bies and Moag (1986) presented the measurements of interactional justice. Which speak to the quality in interpersonal treatment which is being normal from the methodology being actualized? The significance is the reasonableness criteria of interpersonal correspondence" (Bies and Moa, 1986: Bies 1987 Tyler and Bies, 1990).

Organizational Justice and Organizational Citizenship Behavior

According to (Colquitt et al.2001) the description and explanation of fairness in the workplace is known as organizational justice. By and large, there are three measurements of organizational justice, in particular: distributive justice, procedural justice, and interactional justice (Bies and Moag, 1986). Inquire about continually demonstrates that individual conduct in the work environment is influenced by view of organizational justice (Colquitt et al., 2001; Iqbal et al., 2012; Sohn and Shin, 2015). That is, if workers see the results of their assessments to be fairness or see the procedure by which result assignment choices are made to be fairness, they will probably respond by performing practices to profit their organization that goes past the in-part execution of their employments (Niehoff and Moorman, 1993). Moreover, Williams et al. (2002) demonstrated that the probability of organizational citizenship practices expanded when worker view of fair treatment by directors turned out to be more positive. Past reviews observed that each of the three measurements of organizational justice have a huge impact to organizational citizenship conduct. Observational research strongly support the relationship between general fairness in organization and organizational citizenship (Greenberg, 1993; Niehoff and Moorman, 1993; Williams, Pitre and Zainuba, 2002).

Organizational Justices and Employees Performance

The majority of research before 1975 depended on DJ. As the majority of the examination depended on the Adam (1965) clarified the theory of social trade and said that it is extremely crucial for the assessment reasonableness in association. This theory was not in light of the reasonable in results. This theory concentrated on the balance run, and totally depend on fairness.

Adams (1965) contended that value theory tells that the distributive justice is gotten from real and true results. Workers contrast their results and others. Adams specifically centered around individual fairness recognition about the results like pay, reward and execution examination (Deutsch, 1985). At whatever point somebody feels the imbalance saw by the person about the results. Adams (1965) contended that people are worry about the results as well as rather they need reasonableness in results. Adams recommended a few proportions for estimations to the results and after that these proportions are contrasted and other working in association. Adams contended that value decide and told that DJ depends on observation. It implies that distributive equity by the workers is not objective, rather on observation (Adams, 1965; Folger and Cropanzano, 1998). Leventhal (1976) contended that engaged that each worker ought to get equivalent part of yield. Deutsch (1975), contended in his exploration that in various circumstances, authoritative objectives and variety in individual interests can prompt to strength of particular portion rules. Be that as it may, the essential goal of all portions gauges is the accomplishment of distributive justice (Colquitt et al., 2001).

Organizational Trust and its Mediating Role

Bartram and Casimir, (2007:) battled that Trust is very necessary and vital as trust in the organization upgrades the fulfillment about him.. Trust in the organization and director leads towards best results for the organization and give the component of responsibility towards the organization..Most of research her trust that trust on organization acquire productivity the organization. (Chen et ing., 2011) essentially in light of the fact that it will be thought to be a guitar in view of this relationship (Pellegrini and Scandura, 2008). "Full of feeling trust in plays out a vital part inside fortifying the genuine productivity and activities, are basic for leaders to help illustrate" (Chen et ing., 2011). Specialists trust that trust is exceptionally crucial for the supporters of a pioneer and it involves productivity in the framework and enhance the results of the workers and it additionally expands the occupation fulfillment level of the workers (Chen et ing., 2011). Commonly explore specialists agree to the genuine "hypothetical organization of social exchange to help elucidate the real collaborations between paternalistic expert notwithstanding individual from staff proficiency and the referee some portion of full of feeling trust" (Chen et al., 2011).

Organization Justice and Job Satisfaction

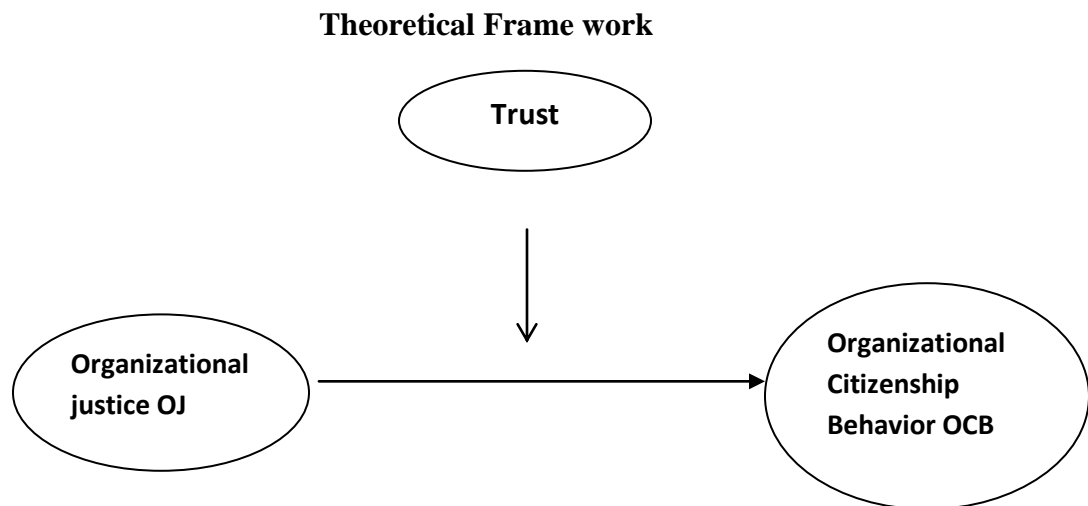
HR are the most essential topflight some portion of any organization and if this part is more qualified, the likelihood of achievement, survival and enhancing the association will increment. Hence, one ought to attempt to build up the nature of HR, since this activity is gainful for both associations and people. Associations will be the social frameworks where by humankind have a tendency to be a decent preferred standpoint. Associations need valuable alongside proficient managers alongside staff to attempt and do objectives, since enterprises can't be compelling without the durable endeavors alongside commitment. Worker spirits alongside joy will be the a couple of numerous significant issues which thus influence the real productivity related with an association. Representatives' thoughts in regards to organizational climate and its specific qualities are critical in any case simply a few reports are as of now completed inside this subject (Lee, 2000). The specific affect associated with one of a kind extents associated with organizational appropriate rights (procedural, distributive, interactional) with occupation delight is frequently an extensively investigated subject and thus clarifies the significance associated with organizational legitimate rights in an association (Cohen-Charash and Spector, 2001; Colquitt et ing., 2001; Viswesvaran and Kinds, 2002).

Organizational justice and Motivation

Numerous researcher conveyed the organizational justice into three measurements. i.e PJ, DJ and IJ (Greenberg, 1990; Konovsky, 2000). DJ alludes to the apparent reasonableness of the results got (e.g. pay, status); while PJ implies the value in the process arrangement of the association and it give the earth of fulfillment in the association (Greenberg, 1990). Presently the specialists have isolated PJ in instructive and interactional justice. Bothe these arrangements with interpersonal and correspondence part of representatives (Colquitt, 2001). The first two classifications of refinement will be utilized as a part of the present review as the worries raised by the two recently distinguished types of justice are subsumed under PJ.

Hypotheses

- H1. Organizational Justice has positive significant impact on the Organizational Citizenship Behavior.
- H2. Trust has mediating effects in the relationship between distributive justice and Organizational Citizenship Behavior.



RESEARCH METHDOLOGY

The current research is quantitative research because the phenomenon was investigated by applying statistical, mathematical and computational techniques. The data from the selected sample was quantified and the acquired results were generalized for the larger interest of the population. The current research have used reasonable size of sample, to have effect of the whole population as true representative. The current research design is co relational and casual study.

Population and Sample of Research

The population of this present study consisted of all the teachers both males and females of all Private sector Universities. The sample size of the present research was 180 teachers (both male and females).The random sampling technique was used in this research to have true representation. . Total 300 questionnaires was distributed among the teachers of the Nine Universities but response of only 180 was received to carry out statistical analysis

Source of the Data and Data collection

Survey questionnaire method was used to collect the primary data from respondents. A covering letter was attached with questionnaire to help respondents (Teachers) for easily understanding the main and basic purpose of the present research and try to make them sure that information provided by them will be not disclosed. They will remain secret.

Tools for Data Analysis

Measureable and confirmable data was obtained and removed the raw data for further analysis and utilized the measurable data in this research. The confirmable and measurable obtained data was analyzed through well known data analysis's software SPSS21 (Statistical Package for Social sciences).

Descriptive statistics

Table12 Descriptive statistics

	N	Minimum	Maximum	Mean	Std. Deviation
DJ	180	1.00	5.00	2.9291	1.02351
PJ	180	1.00	5.00	2.9940	.84638
IJ	180	1.00	5.50	2.7951	1.00040
OCB	180	1.00	5.00	3.0388	.87060
Trust	180	1.00	5.00	2.8625	.87406
Age	180	1.00	3.00	1.6466	.74055
Gender	180	1.00	2.00	1.0451	.20834
Marital status	180	1.00	2.00	1.5714	.49674
No of years worked	180	1.00	4.00	2.1053	1.01700
Education	180	1.00	4.00	2.3835	.85919
Valid N (list wise)	180				

Questions of different independent and dependent variables of this research study has a Five LikertScale. Starting from strongly disagree to strongly agree. The data was analyzed with help of SPSS. This above table shows statistics for the variables of this

research study. The first column shows the names of the variables used in this research study the second column shows the total number of observation being observed under this study, the third column shows the minimum value for every variable which is 1.00. The next column shows the maximum values, which is 5.00 for each variable. The next column shows the average or mean value for all variables under the study, which is 2.9291, 2.9940, 3.0388 and 2.8625 respectively for DJ, PJ, IJ, OCB& trust. The test column shows the standard deviation for all variables which is 1.02351, 0.84638, 1.00040, 0.87060, 0.87406 respectively for DJ, PJ, IJ, OCB& trust. The model showing the descriptive statistics or statistical analyses are fit as all the values are in feasible and acceptance range.

Correlations Analysis

Table 13 Correlation analysis of the variable

	DJ	PJ	IJ	OCB	Trust
DJ	1				
PJ	.686**	1			
IJ	.589**	.610**	1		
OCB	.560**	.566**	.653**	1	
Trust	.570**	.655**	.627**	.615**	1

**. Correlation is significant at the 0.01 level (2-tailed).

The correlation analysis has been showed in the above table. The results showing that the set of independent variables i.e DJ, PJ and IJ have significant and positive correlation with OCB. The trust also documented proper positive and significant correlation with OCB. All the above results of correlation lies within feasible range i.e 0.30 to 0.80

4.6 Regression Analysis

Regression analysis has been conducted to find impact of organizational justice on organizational citizenship behavior of employees and the mediating role of trust in their relationship.

Regression Analysis for the mediating effect of Trust on the relationship of Distributive Justice and Organizational citizenship behavior

Step 1 DJ Impact On OCB

	Beta	R-square	Adj R-square	F-value	t-value	P-value
DJ	.490	.298	.297	261.713	16.178	0,000

Dependent variable OCB

The above tables show that Distributive Justice has positive significant impact on the Organizational Citizenship Behavior of the employees of these sister educational institutions. The T-value reported indicates that DJ has got significant positive impact on the citizenship behavior of the employees. The R-square shows that about 29 percent changes in OCB are carried in by the DJ. The F-value is statistically significant which signifies that the overall model is significant.

Step 2 DJ Impact OnTrusts

	Beta	R-square	Adj R-square	F-value	t-value	P-value
DJ	.857	.307	.306	272.910	16.520	0,000

Dependent variable; Trust

The above tables show the impact of independent variable DJ on the mediating variable trust. The above tables show that DJ has positive significant impact on the Trust of the employees of these sister educational institutions. The T-value reported indicates that DJ has got significant positive impact on the trust of the employees. The R-square shows that about 30 percent changes in Trust are carried in by the DJ. The F-value is statistically significant which signifies that the overall model is significant. So it fulfills the one of the condition of the existence of mediation, in which the independent variable must effect the mediator significantly.

Discussion

Impact of D J on OCB

The hypothesis was tested for understanding the impact on the OCB. The results reveal that DJ has positive regiment impact on the OCB. This result demonstrates that the teachers of these 3 institutions are satisfy with the distributive justice system of these

institutions. The same kind of feeling about DJ and OCB relationship by Dar et al (2014).

Impact of DJ on OCB (the mediating role of trust.)

This hypothesis was tested to find the modality impact of trust in the relationship of DJ and OCB. The results showing that trust has absorbed the effect of DJ and showing that there is partial medication of trust in the relationship of DJ and OCB, as the impact of DJ has not made insignificant. It means that teachers of these institutions have somehow trust on the distributive justice of these teachers. The same kinds of feeling have been documented by Arshad (2013).

Interactional Justice and Organization commitment the mediating role of trust.

The result reveal that trust has fully mediating effect on the Interactional Justice and Organization Commitment relationship. The internal of trust has totally made the impact of Interactional Justice a significant that teacher have full trust on the interactional justice of these three institutions.

Conclusion

Academicians from Pakistani private sector institutions were the main target of this study. Such as paternalism and collectivism, had central significance and dominating role in this study and thus effect of trust in administration outweighed the effects of justice perceptions. The purpose of this research is to investigate relationship of organizational justice with organizational citizenship behaviors (OCBs) in the existence of mediating variable trust, of Pakistani academicians. Data were collected through a questionnaire personally distributed in the teachers of private sector Universities of Khyber Pakhtunkhwa. The population of the study includes all teachers, teaching in these Universities. The 180 teachers' data was collected through random sampling techniques. The data was analyzed through descriptive statistics, correlation and Regression. The research may contribute to text by investigating the combined effects of organizational justice and trust in administration on the citizenship behavior in a different cultural context and profession. The findings may also make sure several managerial and theoretical implications.

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